

# Food Production Manager Position Description – Exempt

**Team Member Name:** \_\_\_\_\_

**Reports To:** General Manager

**Minimum Age:** 18 years old

**Minimum Required Work Periods:** All Holidays: All Days and Nights as Needed

## Summary

Manages entire Heart of House Operations including the hourly team members in order to directly achieve Unit Planned Food Cost, Labor Cost and Direct Operating Expenses and indirectly achieve Unit Planned Net Sales and Cash Flow. Adheres to and enforces Company policies, procedures, programs and performance standards in accordance with all written Perkins System and Spec Manuals and Company documents.

## Concepts of Position

- ▶ Take Ownership in Running a \$2.5 million Business
  - ▶ Establish and Maintain Proper Staffing Levels for all Positions
  - ▶ Train and Evaluate Team Members on Perkins Standards, Systems and Specs
  - ▶ Maintain Food Safety, Sanitation and a Safe Work Environment
  - ▶ Ensure that Kitchen & Equipment is Clean at all Times
  - ▶ Enforce Perkins Cooking and Menu Standards
  - ▶ Attain Food Cost within 1% of Theoretical
  - ▶ Purchase Product and Supplies within Financial Plan
  - ▶ Ensure Proper Receiving & Storage Practices of Product and Supplies
  - ▶ Enter invoices/inventory into PRISM and verify all AP Transmittals
  - ▶ Attain Financial Results by Analyzing PRISM & Corporate P&L's
- ▶ **Take Ownership in Running a \$2.5 million Business**
- As Manager in Charge of a \$2.5 million business you are required to take ownership and display all the necessary qualities of being a professional manager. You are responsible for the overall financial success and operation of your restaurant including your team members.
  - You are required to perform all the operational aspects of setting up the business to be successful each day (when opening) and also at night (when closing).
  - It is your sole responsibility to ensure that all operational and administrative policies and procedures are performed successfully without exception. These include, but are not limited to:
    - Maintaining all operational functions such as:
      - Establishing prep and par levels for the day
      - Reviewing team member schedules for the day
      - Ordering of food and kitchen supplies
      - Adjusting schedules **based on the needs of the business**
      - Fostering a positive work environment and attitudes of your team members
      - Proper Facility Management both interior and exterior
    - Maintaining all administrative functions such as:
      - Transmitting data to Home Office
      - Taking restaurant deposits to the Bank
      - Reviewing any emails
      - Responding to the Guest Line Experience Program
- ▶ **Establish and Maintain Proper Staffing Levels**
- Actively source and interview qualified candidates to fill positions in order to maintain the required staffing levels in accordance with written Manpower Plans mutually established with the General Manager.
    - By following proper interview techniques determine which candidates have the previous experience and knowledge necessary to perform the job duties they are applying for and you are hiring them for.
    - Your goals must include:
      - Hiring for the long-term so that the Company benefits from the team member's knowledge and experience over a period of years; not days or weeks.
      - Training for the long-term success of the team member so that they too may benefit from their employment with the Company by advancing through various positions and pay rates.
      - Ensuring that you do not terminate the team member because they were not qualified when you hired them or you did not invest the proper time in training them; which would ultimately lead to you having to pay them unemployment insurance.
  - Once a candidate is determined to be qualified for a position you are to present a schedule of the candidate's orientation and training program and rate of pay based on the Average Wage Rate (Range) for that position which all should be noted on that Team Member's Hourly Interview Guide.
  - Establish and maintain proper scheduling of staff in order to achieve the Planned CPH (Customers per Labor Hour) for each job code position.
  - Ensure that no overtime is incurred in any position by properly performing the above duties.
- ▶ **Train and Evaluate Staff on Perkins Standards, Systems & Specs**
- Ensure that the training program established for each Team Member during training and orientation is validated in writing using Perkins Itineraries.
  - Prepare and review annual written evaluations of each Team Member in a professional manner providing specific results of the goals and responsibilities of that Team Member and whether or not the responsibilities were achieved.
  - Provide Team Members with routine counseling, discipline and constructive criticism as needed in order to maximize desired performance from that individual.

- Conduct shift meetings with all Team Members on a daily basis and ensure that Certified Trainers are conducting the same during your absence.
- Evaluate Team Members on a routine basis to determine that all Perkins Standards, Systems & Specs are being followed in accordance with the respective written Perkins Manuals.
- Ensure that all Team Members adhere to all Company policies and procedures at all times, including but not limited to dress code, attendance and professional communication.

► **Maintain Food Safety, Sanitation and Safe Work Environment**

- Must maintain a current and validated ServSafe Certification for yourself to ensure that you are knowledgeable in recognizing any and all food safety hazards and are able to be proactive in eliminating the same.
- Foster an environment whereby your Certified Trainers are also able to enhance their professional development by becoming ServSafe Certified with your direct involvement and assistance in teaching the principals of food safety and sanitation.
- Follow all written Company Policies to ensure that proper line checks are completed on a shiftly basis and food is properly labeled, stored and maintained in accordance with Perkins Systems and Standards.
- Ensure that sanitation buckets are properly placed, filled and utilized at all times while the restaurant is operational.
- Insist that all Team Members wear cutting gloves, burn gloves and slip resistant shoes in order to be proactive in providing a safe work environment.
- Correct any and all situations where an unsafe work environment or food handling practice may be present.
- **Insist and ensure that all equipment, floors and surfaces are dry, clean and safe so as to avoid a team member having a potential work related accident.**
  - **If a work related accident were to occur in your kitchen you would lose the productivity that team member contributed to your kitchen.**
    - **You would also pay workers compensation for any lost time that team member had; which would in turn cause your workers compensation insurance to rise on all other team members in the Company.**
    - **You would then incur additional expense in having to train new team member(s) to replace the injured worker.**
  - In the event of a work related accident you are to immediately:
    - Complete proper and complete documentation on any accident involving a Team Member, including very specific details as to how and why the incident occurred.
    - Notify your supervisor and/or Director of Operations.
    - Send the documentation to the Human Resource Department within twenty-four hours of the incident; via facsimile, hand delivery, telephone call or any means necessary in order to communicate the incident.

► **Ensure that Kitchen & Equipment is Clean at all Times**

- Responsible for preventative maintenance schedule and standards on all kitchen related equipment both in the kitchen and on the roof of the building.
  - Must be knowledgeable on operational aspect of all equipment, its location, timing of maintenance, manufacturer and warranty information,
  - Must be knowledgeable on information contained in blue prints such as utility mains, locations and shut-offs.
  - Must have a clear understanding of what contracts exist with outside vendors and must ensure that the vendors are providing service in a timely and comprehensive manner.
- All walk in and reach in coolers and freezers must be maintained so as to be free of clutter and to Perkins® cleanliness standards as outlined in the Upkeep Manual, with floors swept clean and ice removed.
- Cleaning of kitchen facility shall include:
  - FRP walls to remain free of dirt, grease and glue.
  - Ceilings and vents to be cleaned so as to avoid grease and dust buildup.
  - Tile Baseboard to be free of grease and black dirt.
  - Floor drains and floor sinks to contain proper screens and covers and remain free from grease and dirt buildup.
  - Mop-sink to be neat, organized and sparkle clean; including stainless being polished.
  - Tile floors are to be swept continually and deck brushed a minimum of twice daily with proper hot clean water and floor cleaner mixture.
- Cleaning of kitchen equipment shall include:
  - Polishing of all stainless doors, shelves and surfaces using the proper degreaser and stainless polish; **never use a “scrubby” on stainless.**
  - Cleaning of dirt and grease underneath all stainless equipment so as to avoid mold forming.
  - Clean all equipment in accordance with Perkins Upkeep Manual and Company Policies.

► **Enforce Perkins Cooking and Menu Standards**

- Validate by observation that each Team Member is adhering to all Perkins Cooking and Menu Standards including:
  - Prep Department - All food is properly handled, portioned, labeled and stored, Prep lists are prepared and maintained, Waste logs are maintained.
  - Bake Department - All food is properly handled, portioned, labeled and stored, Prep lists are prepared and maintained, Waste logs are maintained.
  - Cook’s Line - All food is properly handled, cooked to proper timing standards, portioned and plated properly, Waste logs are maintained, Line toss logs are maintained.

► **Attain Food Cost within 1% of Theoretical**

- Food Cost Management is an essential qualifier in how a restaurant performs financially. The total cost of food related expenditures in our Company must not exceed 1% of Theoretical Food Cost regardless of the amount estimated in the annual budget.
- Utilizing information from all Heart of the House Departments you will be able to quantify in terms of dollars (\$) the amount of waste, over prep, theft and mistakes made by cooks not following Perkins Standards.
  - After analyzing this information you must establish written action plans in order to reduce and eliminate costly waste of product
    - Proper and complete analysis will enable you to:
      - Establish and maintain proper par levels of all products.
      - Determine when theft is present.

- Reduce spoilage.
  - Make suggestions as to what menu items should be featured on a shiftily basis.
  - Attain a food cost within 1% of theoretical.
  - The Theoretical Food Cost Detail / Summary Report will indicate which items on your menu have the largest variance between actual food cost and theoretical food cost (referred to as the GAP).
    - You must analyze this information on a line by line basis in order to determine where to focus your time and effort so that you achieve the largest result from your efforts.
    - Analysis of this report should also be used in conjunction with the Menu Mix Report so that you are able to determine if the GAP is caused by theft versus actual sale of the menu item.
    - **Analyze each and every** menu item while paying very close attention to your high volume and high cost items.
  - By ensuring that all Team Members follow the guiding principals contained in the Quick Steps and Quick Specs Manuals you will attain a Food Cost GAP of 1% or less.
    - The Quick Spec is utilized for the cooks to follow as well as to cost out each item produced on the line or in the prep area. The Quick Spec lists all ingredients used in a particular menu item. Accuracy in recipe measurements and yields are crucial at this point of the cost out process.
    - The Inventory/Order Guide will assist you in determining how product is packaged and the related cost associated with that product.
  - Take **thorough inventories** and be consistent as to which products get inventoried and by whom. Extend those inventories promptly and accurately in order to properly calculate your food cost.
    - Do not wait for your period-end statement to tell you where your food costs are; utilize the Checkbook as outlined below.
    - After the numbers are reviewed it is your responsibility to generate cost saving and profit generating scenarios with management.
    - Take the information and put it to work in the areas where food cost is truly controlled: EVERYWHERE.
    - Although the food costing process is tedious and time consuming it is the foundation of food cost management. Without this information it is impossible to manage your food cost and control your business. Knowledge is a good thing.
- ▶ **Purchase Product and Supplies within Financial Plan**
- 100% of the total food purchase dollars go through the kitchen in one way shape or form. It is your responsibility to control expenditures in your buying practices as well as controlling each and every product that comes into the restaurant. Remember that every product that is received has an inherent dollar value.
  - By utilizing the Perkins Checkbook System you will order and track all food and kitchen supply purchases on a daily basis or as needed.
    - Proper tracking of expenses compared to actual sales will ensure that over spending or over purchasing of a budgeted line item will not occur.
    - You must make recommendations to the General Manager as to non-food expenditures as well.
  - Create a list of opportunities and challenges that are encountered while preparing menu items with respect to menu ingredients and cooking procedures and then establish a written action plan to eliminate the challenges.
    - This is the first step to reducing your food cost and increasing your gross profit margin.
    - Establish Par Levels based on last seasons buying patterns and then adjust them daily by analyzing the actual usage of all ingredients for the day or holiday season.
    - Purchase only what you need and keep inventory levels down. Spend more time on your perishables.
    - Start the dialogue with your suppliers and remember to hold them accountable to your specific needs as to the quality and quantity of the items they deliver to you.
    - Evaluate the actual specification of each ingredient. You probably don't need a grade AAA peach to make peach cobbler. Utilize your suppliers to generate samples and communicate the product application so they can assist in the product procurement, provided the item is not proprietary to Perkins Systems.
  - Read all Purchasing Bulletins and file them for later comparison to the actual invoices received in order to ensure proper invoice pricing.
  - Read all Distributor Audits, as well as all other audits completed by corporate when issued, and file them for later reference when you track future credit memos to be issued to your P&L.
- ▶ **Ensure Proper Receiving & Storage Practices of Product and Supplies**
- Comprehensive training in the receiving department is critical to food cost management. All products purchased by the pound must be weighted and verified with the weight on the invoice. Do not accept variances in weights.
  - Ensure the receiving scale is calibrated and in good working order when you weigh product and make sure the same weight is properly documented on the invoice.
  - Ensure that the products received are in fact the actual products ordered.
  - Maximize your products' storage capabilities so as not to have products in multiple locations. Minimize inventory dollars and maximize the inventory turns to insure good turnover in product and dollars.
  - When a delivery occurs:
    - Follow all standard Perkins® receiving practices.
    - Appropriate product should be unboxed.
    - Verify **product temperature** of refrigerated foods at the receiving level.
      - Ensure the product arrives in a refrigerated vehicle.
        - If temperature standards are not met the product should be refused and the customer service person should be contacted immediately to receive a shipment with correct temps.
        - A credit should be obtained from the driver.
    - Pay close attention to code dates and expiration dates.
      - Return products if they do not meet standards.
    - Verify the original invoice in terms of quantity and pricing; if any discrepancies exist then adjust them on the spot and obtain a credit memo from the driver.
      - Ensure that invoice pricing matches all Contract Pricing as outlined in Purchasing Bulletins or Company agreed upon pricing.
    - Dated in permanent black marker.
    - Stored away in the following order:
      - Cooler, Freezer, Dry Stock Room, China Closet
  - **Security** is a key factor in controlling theft. In order to minimize theft make sure all storage facilities are locked at all times.

▶ **Enter invoices/inventory into PRISM and verify all AP Transmittals**

- Enter all invoices for food purchases and kitchen supplies into the PRISM Accounts Payable system; including the proper vendor number, specific invoice information and Perkins general ledger account number(s).
  - Prior to AP's being finalized verify that all invoices have been logged in the Checkbook and properly entered in PRISM.
  - Ensure that all inventory counts are properly entered and maintained in PRISM.
  - Adjust local store pricing as needed in order to obtain accurate financial information.

▶ **Attain Financial Results by Analyzing PRISM & Corporate P&L's**

- Ensure the Company produced P&L agrees to the PRISM P&L by verifying all invoices on the AP Transmittals balance to the MAS90 Company general ledger detail reports; notify office of any corrections which need to be made.
- Review Theoretical Food Cost reports and compare line by line to the Company P&L to determine where to focus your efforts on controlling food cost.
- Analyze operating expenses that are directly and indirectly related to kitchen expenses and kitchen profitability.

**SUPERVISORY RESPONSIBILITIES**

- Directly supervises all Team Members and carries out such responsibilities in accordance with the Company's Policies and applicable laws.
- Responsibilities include interviewing, hiring and training Team Members; planning, assigning and directing work, appraising performance, rewarding and disciplining all Team Members, addressing all issues and resolving the same.

**QUALIFICATIONS**

- To perform this job successfully you must be able to perform each essential duty satisfactorily. The requirements listed above are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and it is your responsibility to notify the Payroll Department **and** your General Manager as to any disability you may have

**EDUCATION and/or EXPERIENCE**

- You must have knowledge of basic mathematical & reading skills, sanitation, safety, guest service & common sense
- You must have attained the minimum age requirement as listed on page one (1) of this Job Description
- You must have restaurant and/or management experience

**CERTIFICATES, LICENSES AND REGISTRATIONS**

- You must have reliable transportation in order to ensure you arrive on time for your scheduled shift and are able to work the entire scheduled shift without exception

**PHYSICAL DEMANDS**

- The physical demands described here are representative of those that must be met by you to successfully perform the essential functions of this job and reasonable accommodations may be made to enable individuals with disabilities to perform these essential functions
- While performing the duties of this job you are regularly required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; talk or hear and taste or smell and you will be required to sit; climb or balance, stoop, kneel, crouch or crawl. You must regularly lift and/or move up to 50 pounds
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus

**WORK ENVIRONMENT**

- The work environment characteristics described here are representative of those that you will encounter while performing the essential functions of this job and reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions
- While performing the duties of this job you will be frequently exposed to wet and/or humid conditions, toxic or caustic chemicals and extreme heat and you will be exposed to moving mechanical parts, fumes & airborne particles, outside weather conditions, extreme cold, risk of electrical shock and vibration. The noise level in the work environment is usually loud

The above statements are intended to describe the general nature and level of work required by you in this position and they are not intended to be an all-inclusive list of your required responsibilities, duties or skills. These statements may be modified periodically by the Company but no one else for any reason.

**CERTIFICATION OF UNDERSTANDING OF JOB RESPONSIBILITIES**

I have read this job description and completely understand the requirements and responsibilities contained in it and expected of me. Furthermore:

- I understand that receipt of this job description does not constitute or imply an employment contract
- I understand that my employment and compensation may be terminated with or without cause and/or notice, at any time, at the option of either the Company or myself
- I understand that the Company reserves the right to alter, amend, change or terminate any of the responsibilities or other information provided in this job description at any time with or without notice
- I understand that the Company has a number of Zero Tolerance Policies outlined in this Job Description as well as the Company Handbook solely because the business is considered High Risk to the General Public by the NYS Health Department and Food & Drug Administration (FDA) and that my failure to follow all required Systems & Standards may put the General Public at risk and therefore my failure to follow every System & Procedure may cause my termination of employment
- I understand it is my responsibility to read and perform all the duties and procedures outlined in this job description in order to remain employed. I have familiarized myself with the information in this job description and will seek clarification if needed
- I understand that the information contained in this job description is in outline form with specific responsibilities and that I can obtain further information from the training manuals, my manager or from the Payroll Department

Team Member Signature: \_\_\_\_\_

Effective Date: \_\_\_\_\_